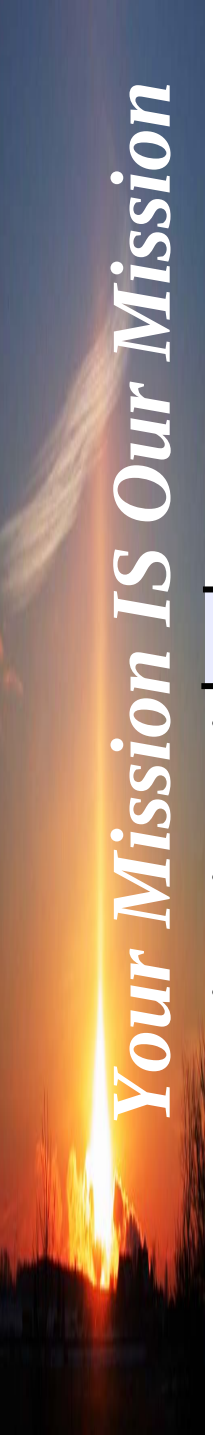


Office of Human Capital
Organization and Leadership Development/HS10
Strategic Organizational Effectiveness

Comments from clients:
Increased the level of capacity of my leadership team…
Helped my team be more effective…
Helped us develop our storyline and values, and continuing to help us track our progress against those…
Nailed down our culture and created the continuity of our culture across time…

We Are Your Trusted Advisor and Consultant Across Your Organization's Life Cycle

- Designing and Delivering Integrated Customized Solutions and Development plans (Roadmaps) for your Organization's Development…new manager on-boarding, team start ups, team development, organizational planning, and through changes to teams and organizations.

- Providing an integrated plan to get you to proficiency faster, earlier adoption, and full utilization…rather than a trial and error, fad filled, training of the day approach.

- We are your trusted advisor and consultant on organizational effectiveness issues… providing you with an objective view of the situation, an integrated approach across human capital and a network of outside vendors, enabling a partnership for the long haul because…….

We exist to serve the mission - your mission success is our success!

Our Values are Your Values

- Safety
- Teamwork
- Integrity
- Mission Success

HS10 SERVICE AREAS

Developing High Performing Teams and Organizations

Developing High Performing Leaders

HS10 Service Offerings for Supporting High Performing Organizations Throughout Their Life Cycle

Transitioning new managers into their teams. Reduces the period of uncertainty that occurs when a new manager arrives by clarifying the new manager's approach, policies, methods and preferences for work procedures and behaviors. People become more comfortable with the new manager, and vice versa, resulting in more clarity, trust and positive working relationships.

Team start-up. New teams rapidly achieve clarity and confidence regarding their work and relationships that result in becoming more productive in a shorter span of time.

Roles responsibility clarification. Clarifying team goals, roles, responsibilities, relationships, expectations, group norms, plans, priorities and procedures decreases time to proficiency

Team building. Teams that have been together for a while sort out issues and concerns and become recommitted to team goals, policies and procedures which results in stronger bonds of trust and openness among the team members and managers. Clarifies and redefines the team's purpose and goals which produces more commitment and accountability for results.

Team Development, Inter-group, and Interpersonal Relationships. Effectively identifying and leveraging the strengths of individuals and subgroups within the team improving the working relationships among work groups and individuals within work groups. Improves morale, trust, and communication and results in more effective sharing of information and commitment to team goals, increases productivity and quality and reduces the potential for disruptive conflict and frustration and adverse personnel actions.

Strategic planning. Provides a set of strategies, goals, methods and metrics which clarifies a desired future state for the organizational mission, structure, personnel, technology, and leadership. Results in a shared picture of a potential organizational future and a set of goals, objectives, thrusts, driving and restraining forces, strengths, weaknesses, threats and opportunities. Results in strategies aligned with mission success; and develops a community of advocates and stakeholders committed to supporting and carrying out the strategies and plans.

Change Management Assistance as organizations change their processes, systems, and/or culture. Results in successfully implementing a change that may have been mandated by the Agency or Center and produces a positive impact on multiple organizations and multiple systems while redefining and restructuring work and work processes of one or more organizations.

- A Strategic Change Initiative is: 1) any change mandated by the Agency or by Center Leadership, 2) any change having a multi-organization impact, 3) any change significantly realigning the work of one or more organizations, or 4) any change significantly restructuring the work processes of one or more organizations.
- Strategic Change Initiatives currently comprise the largest percentage of Change Initiatives facing the Center and are often indirectly the impetus for additional change efforts that are undertaken at the department or team levels.
- We provide services in all the five project phases required to successfully implement a Project at Marshall Space Flight Center:

I. Center Project Analysis or Assessment

II. Center Project Planning

III. Center Project Readiness / Alignment

IV. Center Project Final Prep and Transition

V. Center Project Stabilization.

Each phase contains a list of the individual services available to successfully navigate that phase, meet Agency or Center requirements, and be fully prepared for the next phase.

HS10 Service Offerings for
Supporting High Performing Leaders
Throughout Their Life Cycle
from internship, full time work, and transfer of wisdom and knowledge

New Employee Orientation
Assisting the new employee to transition into Marshall Space Flight Center and NASA.

Supervisor training workshops and seminars. A series of offerings that addresses the multitude of issues our line managers encounter: navigating through administrative processes, creating high performing organizations, and strategic planning to align to Center goals.

•Leadership and Management Programs
These programs optimize individuals, teams, and organizations and enhance employee value to the Center by improving their qualifications for new opportunities and future requirements

•Federal Career Intern Program (FCIP) serves as part of Marshall Space Flight Center's Workforce pipeline and is a way to capture and retain the interest of the brightest college graduates for our future business, engineering and technology professions.

•Full-time Study provides MSFC employees the opportunity to concentrate on graduate academic training to enhance their present and future job efficiency producing a better equipped employee to perform mission critical work .

•Fellowships align individual development with NASA's Vision and Mission. Ensure the knowledge gained is quickly applied and shared upon return to the Agency to be sure that NASA obtains the maximum benefit from its investment.

Succession Management/Succession Planning.
The process of identifying and preparing suitable employees to replace key players within an organization. A succession plan clearly sets out the factors to be taken into account and the process to be followed in relation to retaining or replacing the person.

Technical Training Workshops/Seminars. Three retired Apollo/Shuttle era veterans on OHC's staff provide technical mentoring, tailored course development, and real time technical consulting. With over 140 years of combined experience, the technical courses (Space Launch and Transportation Systems SLaTS, and Lessons Learned) represent an Agency best practice. With focus on systems engineering, these courses are considered mandatory for developing a highly integrated systems culture at MSFC. OHC's mentors have contributed to almost every project and program at MSFC. As of June 07 there are 666 SLaTS graduates since 2002 and 405 Lessons Learned graduates since 2006.

MSFC Leadership Development Workshops. On staff professionals can provide a variety of workshops and skill building opportunities customized for clients. Results in personal and interpersonal growth, develops knowledge and skills of individuals and teams that enhance communication, trust, relationships, and tolerance; reduce fear of conflict; strengthen teamwork; and contribute to more effective workplaces.

MSFC Leadership Development Series (MLDS). Participants in grades GS13-15 must be nominated by their supervisors. Participants learn about individual strengths and how to apply those strengths to lead teams/organizations. Contributes to overall mission success by increasing competencies and capabilities for leading individuals and teams toward the Agency's mission. Since 2001 MLDS has created a critical mass of leadership at MSFC with 308 graduates as of June 07.

Executive Coaching Services. The executive coaching program is offered to high performers and is not for remediation work. Coaching results in reduced staff turnover, increased productivity,, improved individual and organizational performance, opened communication channels, reduced conflict between staff, increased retention and greater happiness and satisfaction at work. As of June 07 there are 211 MSFC high performing employees were taking advantage of the coaching. MSFC Internal Coach Trainee Program Through internal coaches, managers have a learning experience that is designed to ensure NASA has leaders who are adaptable; who inspire, motivate, and guide others toward goals; that mentor and challenge the workforce; and who demonstrate high standards of honesty, integrity, trust, openness, and respect.

•MSFC Maximize Performance through Coaching Program

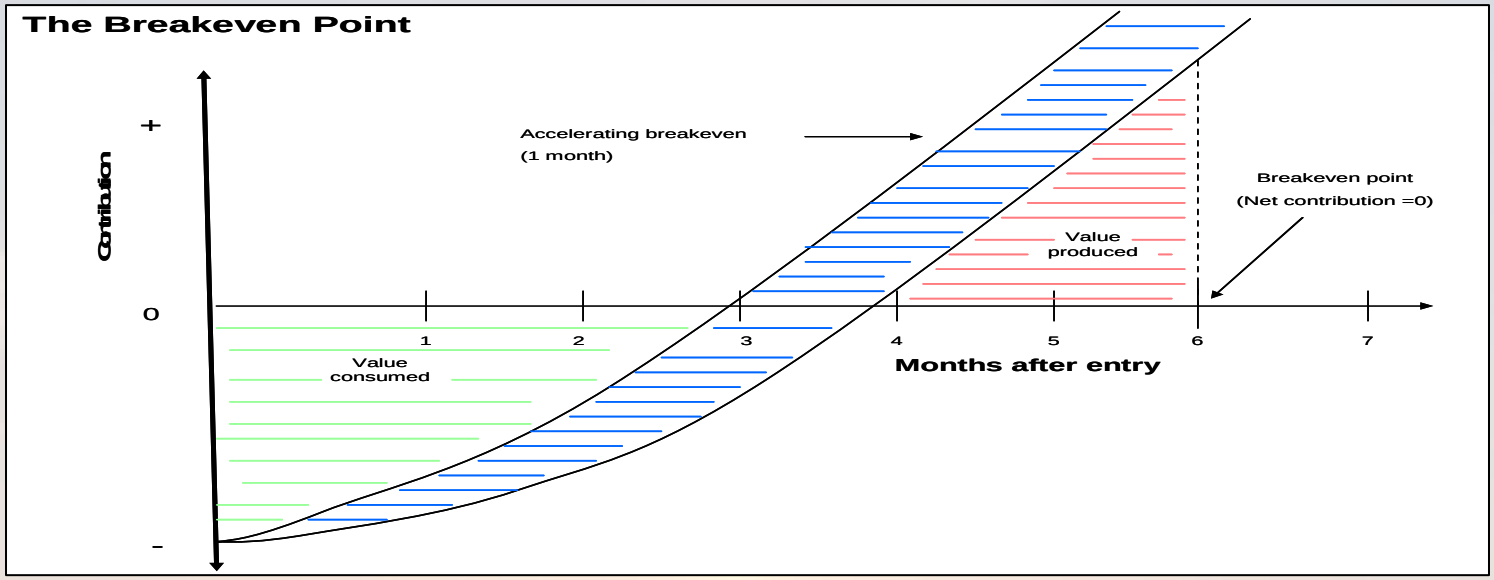
•This program is part of a phased approach to an Agency effort to support coaching throughout all NASA Centers. This program will teach managers, supervisors, and team leads to use coaching skills in their everyday conversations with employees

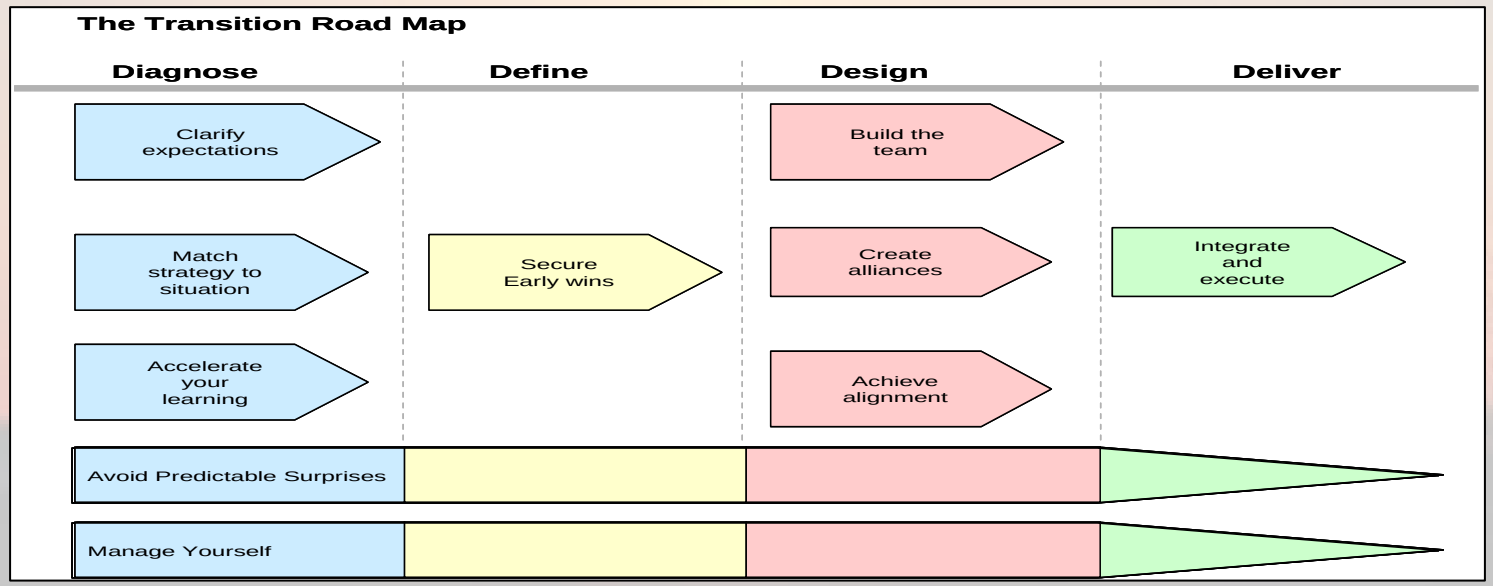
Sample of Leader Transition Benefits

Adapted From: The First 90 Days in Government

Accelerates the breakeven point

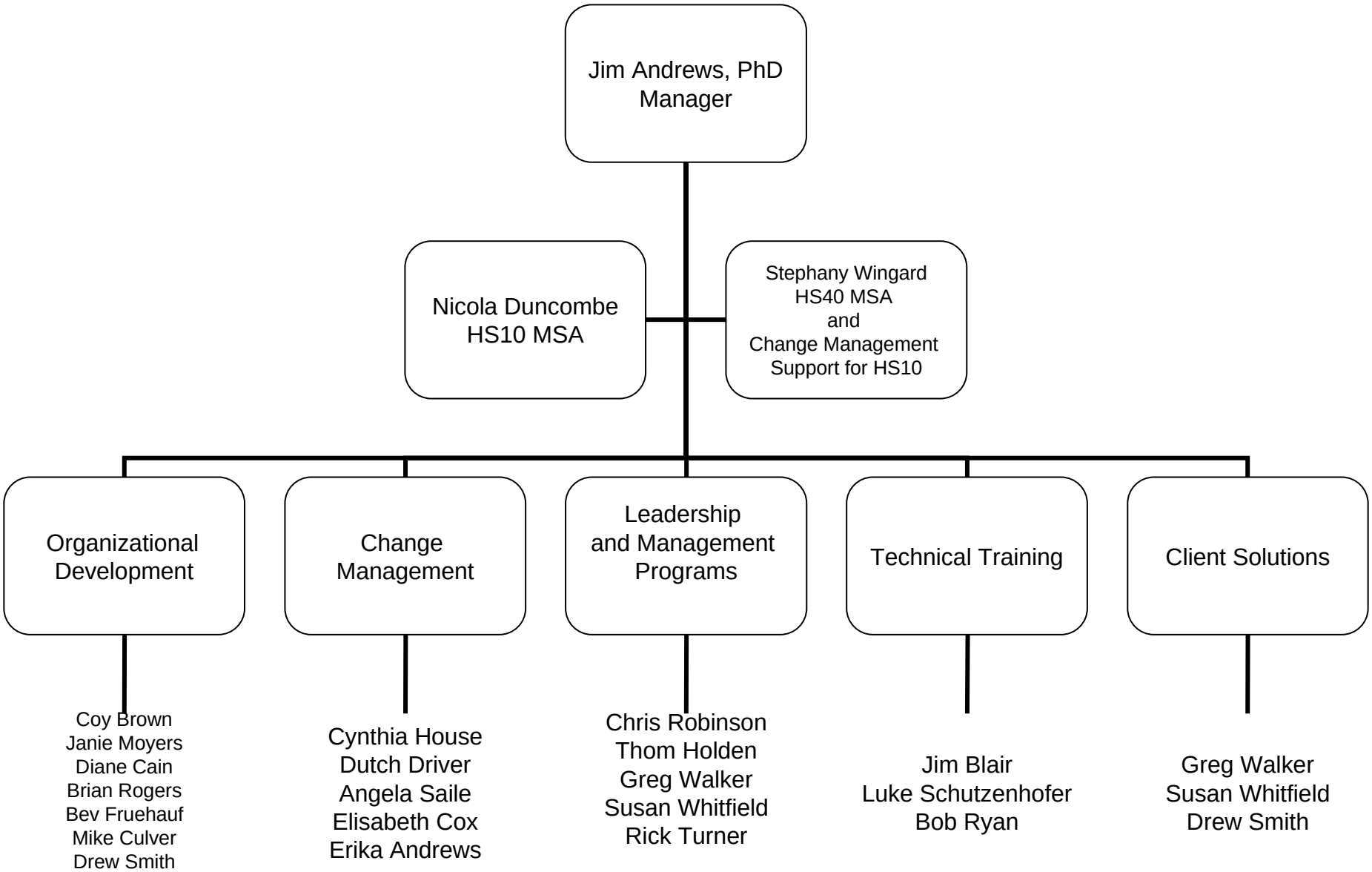
Increases earlier adoption Provides a transition roadmap Produces value sooner Decreases time to proficiency





HS10

Organization & Leadership Development Office



Specialty Areas

- **Erika Andrews** – Organizational Development and Change Management
- **Jim Blair** – Technical Training
- **Coy Brown** – Leadership Development and Organizational Development
- **Diane Cain** – Organizational Development and Change Management
- **Elisabeth Cox** – Organizational
- Development and Change Management
- **Mike Culver** – Organizational Development
- **Nicola Duncombe** – MSA for HS10
- **Dutch Driver** – Organizational Development and Change Management
- **Bev Fruehauf** – Organizational Development
- **Thom Holden** – Professional Development, Succession Management and HCIE Center transition lead
- **Cynthia House** – Organizational Development and Change Management
- **Janie Moyers –** Coaching and Organizational Development, FCIP/PIP
- **Chris Robinson –** Leadership Development Courses – Fellowships, SESCDP, NASA FIRST, Full Time Study
- **Brian Rogers –** Organizational Development and Change Management
- **Angela Saile –** Change Management
- **Bob Ryan –** Technical Training
- **Rick Turner-** Coaching, Project Management
- **Luke Schutzenhofer –** Technical Training
- **Drew Smith –** Client Solutions, Organizational Development
- **Greg Walker –** Client Solutions, Professional Development
- **Susan Whitfield –** Client Solutions, Professional Development
- **Stephany Wingard –** MSA for HS40 and Change Management Support for HS10

Representative Stories

Client Solutions

We have a service offering called Client Solutions. Tereasa Washington has a challenge to integrate the services of the Human Capital Office so that we enable a 'holistic' approach to serving our clients. We designed a model that includes Integrated Product Teams (IPT's) to facilitate cross-organizational communication and teaming. The IPT's are formed around our primary customer groupings: Engineering, Program/Project, and Institutional - each one focusing on the particular shared interests of organizations in those respective groupings. This has resulted in a more cohesive organization and one that is better equipped to serve clients in an integrated fashion, i.e., we always have our 'human capital' hat on and not any one particular OHC office (no stovepipes allowed!).

Transition for New Managers

We have a Transition for New Managers service offering, for example, Chief Counsel Bill Biebauer came into his new org and needed to get his team and himself up to speed fast. We interviewed his staff and customized our Transition session to bring him and his staff together quickly and effectively. He said it was most effective and got them to performing as a team quickly.

On boarding service

We have an on-boarding service, for example, JP30 and Danny Davis needed to integrate and orient (30?) new engineers. We consulted with him and created a curriculum in record time that effectively brought in his new engineers. He said it was turned around fast and got effective results

Project team start-up consultation

We offer project team start-up consultation, presentation coaching, & team development facilitation. The NASA FIRST program manager came to us when this Agency-wide leadership development pilot program for GS11-12 civil servants needed help getting the program established at the Center. We conducted a team development workshop and created a team profile which helped team members understand team and individual areas of strengths & weaknesses in order to best structure their work. We provided coaching on how to make effective presentations, and we facilitated the growth of this team through the phases of team development over the 12 months they were together. The Agency program manager reported that the Marshall team clearly stood out from the others and distinguished itself with its outstanding work. The client said, *"Elisabeth's participation with the NASA FIRST team greatly increased our ability to work as a group and understand team dynamics. Without her insight and expertise the team would not have progressed in a constructive manner. On an individual note, she pushed me out of my comfort zone, giving me the opportunity for great personal growth."* --Leslie McNutt, Engineer, Space Shuttle Main Engine Project

Executive Coaching Program.

We have a service offering called Executive Coaching Program. This program provides internal coaches to high performing employees and executives to assist them with the challenges they face as they tackle the daily issues toward mission success. Approximately 300 employees at MSFC have taken advantage of our internal coaching services.

One service the Executive Coaching Program offers to managers, supervisors and team leads is a class entitled "Maximize Performance through Coaching" an effort to train managers to utilize coaching techniques and skills in their daily communications with employees. It has been proven that the best results are obtained when employees come to their own solutions and that is accomplished through the coaching technique of asking powerful questions. More than 60 managers have taken advantage of this supervisory training opportunity and the evaluations have been outstanding.

Organization and Leadership Development

Developing High Performing Organizations

Developing High Performing Leaders

Manager:
J. Andrews

HS10

MSA:
N. Duncombe

Change Management
E. Andrews
E. Cox
D. Driver
C. House
A. Saile

- Strategic Change Assessment
- Organizational & Work Design
- Systems Integration
- Stakeholder & Leadership Engagement
- Communication Effectiveness
- Employee & Business Readiness
- Post 'Go-Live' Assessment

Leadership and Management Programs
T. Holden
C. Robinson
G. Walker
S. Whitfield **
Rick Turner ***

Technical Trainers:
J. Blair
B. Ryan
L. Schutzenhofer

- Learning/Development Opportunities
- Leadership Programs
- Succession Planning
- Technical Training and Mentoring
- New Employee Orientation
- New Supervisor Development

•Half time in Change Management

•** Detailed to HS40 ***Detailed from OSAC

Organization Development
C. Brown
D. Cain *
M. Culver
B. Fruehauf
J. Moyers
B. Rogers *
D. Smith

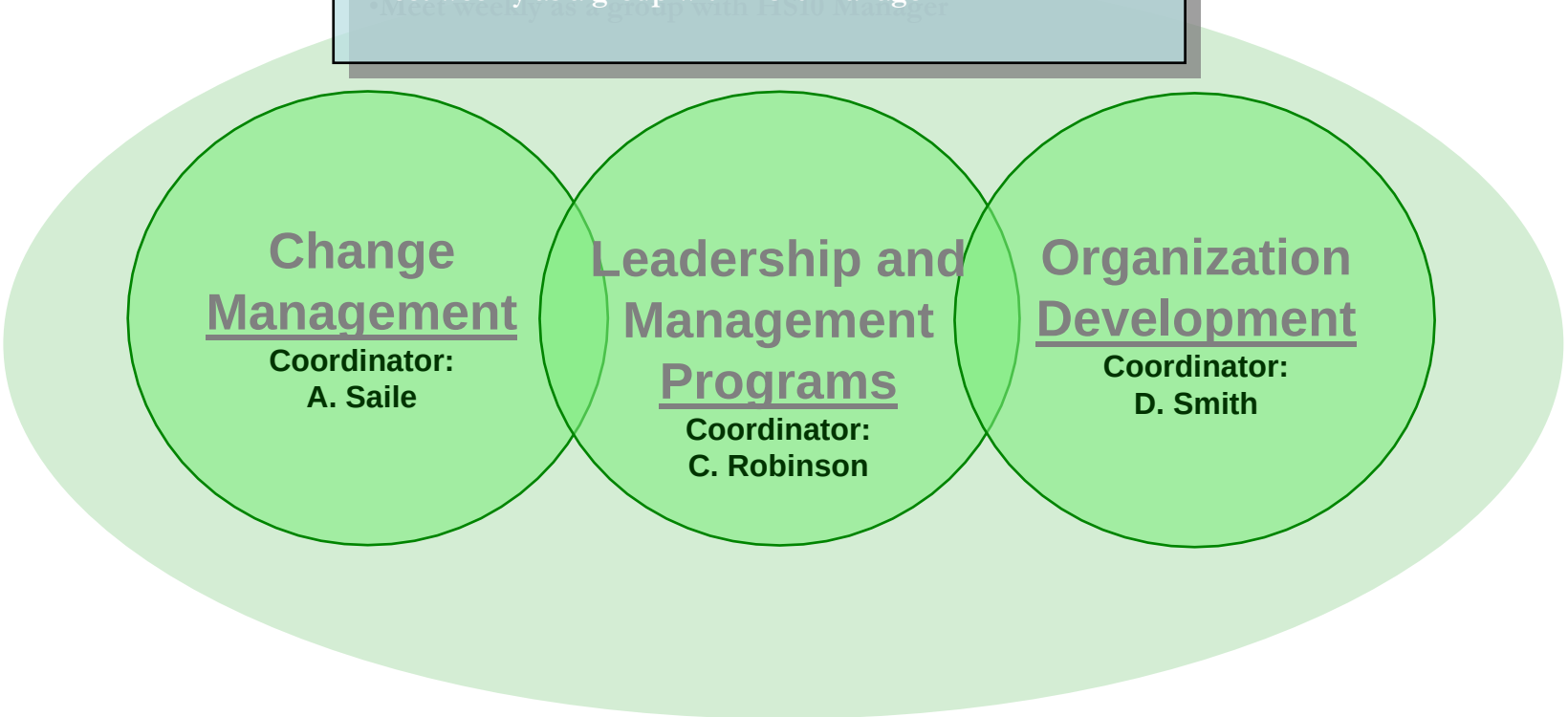
EMS Facilitation:
B. Hankins

- Strategic Assessment, Planning, Implementation, & Evaluation for Organizational Performance Enhancement
- Client Consulting
- Executive Coaching
- Leadership Development

Organization and Leadership Development
Internal Process & Integration Model

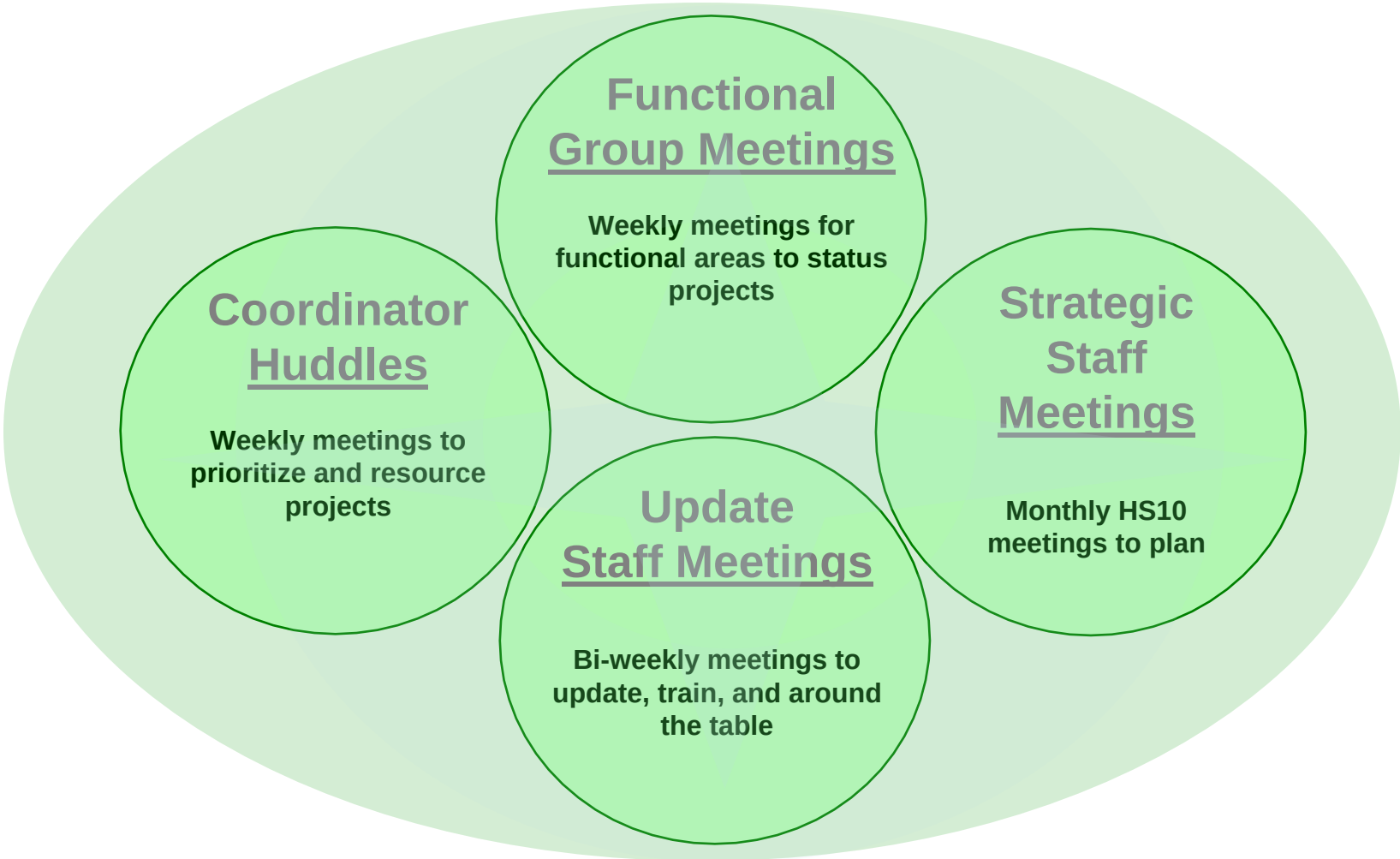
Role of Coordinators:

- Schedule and facilitate respective team meetings
- Provide guidance to HS10 manager on day-to-day operations
- Commit resources to activities of a routine nature
- Ensure issues and other than routine resource needs are raised to HS10 Manager and coordinators as appropriate
- Meet weekly as a group with HS10 Manager



Organization and Leadership Development
Internal Process & Integration Model

Meetings



Organization and Leadership Development Internal Process & Integration Model

Work Flow Process

Provides a process to take in client request, scope it, prioritize and staff it.

Client Request comes into HS10 and is emailed to …..

Request copied to MSA who logs request into the project tool

…the Manager and Coordinators who…

…make the decision of who performs the needs assessment with the client…

…the needs assessment is brought back to the manager and coordinators and…

…the coordinators, with input from their groups, recommend the staffing and priority of the project

HS10 Manager makes final decision